DOCUMENT RESUME

ED 363 383 JC 930 520

TITLE	Agenda [to the Workshop Meeting on the Commission on Innovation's Report, "Choosing the Future."]
INSTITUTION	California Community Colleges, Sacramento. Office of the Chancellor.
PUB DATE	10 Dec 93
NOTE	71p.; Prepared for a meeting of the Board of Governors of the California Community Colleges (Sacramento, CA, December 10, 1993); for the Commission's report, see ED 362 247.
PUB TYPE	Reports - Descriptive (141) -- Tests/Evaluation Instruments (160)
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	Administrator Attitudes; Agency Cooperation; *Agency Role; *Change Strategies; Community Colleges; Decision Making; *Educational Improvement; Educational Objectives; Governance; *Governing Boards; Government Role; *Legal Responsibility; Meetings; Needs Assessment; *Policy Formation; Self Evaluation (Groups); Statewide Planning; Two Year Colleges
IDENTIFIERS	*California Community Colleges

ABSTRACT

This document provides the agenda for the California Community College Board of Governors (BOG) meeting for December 10, 1993, held to inform, explain, and gain a meaningful understanding of the recommendations of the Commission on Innovation (COI) report titled "Choosing the Future." The COI report was prepared in November 1993 and presented 13 specific strategies and 73 action steps to improve the state's community colleges around 3 goal areas: enhancing learning opportunities, expanding the colleges' economic development role, and modernizing operations. Following introductory material on the BOG and the meeting organization, section 1 of the document contains a matrix of the COI strategies, related policy issues, and recommended actions, designating for each whether the California legislature, federal legislature, college districts, or the BOG has authority to implement the recommendation. Section 2 presents another matrix of COI strategies, providing related recommendations for each by the California Assembly Committee on Higher Education, the California Postsecondary Education Commission, the California State Library Research Bureau, and the Community College League of California (CCLC). Finally, section 3 provides a summary of the strategies and actions recommended in "Choosing the Future," and a CCLC Consultation Digest summarizing the response to the report from the field, suggesting discussion topics for districts reviewing the report, and providing a sample questionnaire to gauge district response. (MAB)

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ED 363 383

Agenda

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December 10, 1993
California Community Colleges
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JC 930 520

Board of Governors
California Community Colleges

Schedule of Meetings

Date	Location
January 13-14, 1994	Sacramento
February 3-5, 1994	Board Retreat *(Site to be selected)*
March 10-11, 1994	Sacramento
May 12-13, 1994	Sacramento
July 14-15, 1994	Sacramento
September 8-9, 1994	Sacramento
November 17-18, 1994	Sacramento

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ORDER OF THE AGENDA FOR THE WORKSHOP MEETING OF DECEMBER 10, 1993

Chancellor's Office
California Community Colleges
Conference Rooms 4A and 4B
1107 Ninth Street
Sacramento, CA 95814-3607
(916) 445-6206

Purpose: To inform, explain, and gain a meaningful understanding of the recommendations of the Commission on Innovation report, *Choosing the Future.*

This is an interactive, unstructured discussion between facilitators and Board members on the thirteen specific strategies and 73 action steps recommended in the report.

10:00 a.m. – 11:00 a.m. **Background on Recommendations from *Choosing the Future***

Outcome: To understand why the Commission recommended these strategies and action steps

Facilitator: W. Bernard Bowler

COI Staff: Daniel Weiler

11:00 a.m. – 12 :30 p.m. **Enhance Learning Opportunities**

Outcome: To understand the present approach versus the recommended strategies, and the issues involved to effect the changes

Facilitator: Linda J. Wong

12:30 p.m. – 2:00 p.m. **Expand Economic Development Role** (working lunch)

Outcome: To understand the present approach versus the recommended strategies, and the issues involved to effect the changes

Facilitator: Shirley Ralston

2:00 p.m. – 3:30 p.m. **Modernize Operations**

Outcome: To understand the present approach versus the recommended strategies, and the issues involved to effect the changes

Facilitator: Vishwas More

3:30 p.m. – 4:30 p.m. **Process**

Outcome: To establish the process for implementation of agreed-upon strategies

Facilitator: Phillip Bardos

Background Materials

Choosing the Future, the report of the Commission on Innovation
(This document was mailed out under separate cover in early November. Please bring this with you.)

Section 1 This is a matrix that provides the strategies, policy issues, and actions, and designates who has the authority to accomplish the recommendations of the Commission on Innovation.

Section 2 This is a matrix showing a comparison of strategies recommended by the Commission on Innovation (COI), the Assembly Committee on Higher Education, the California Postsecondary Education Commission (CPEC), the California State Library Research Bureau, and the Community College League of California (CCLC).

Section 3 This is a summary of the strategies and actions provided by the CCLC. Also included is a copy of CCLC's Consultation Digest, which requests district response for the January 1994 Board of Governors meeting.

SECTION 1

COMMISSION ON INNOVATION

Strategies/Policies/Actions/Authority

I. Enhance Learning Opportunities

The Goal: *Launch a sustained program of systemic innovations to restructure instruction, curriculum, and degrees and certificates in order to increase transfer and enable all students to develop the high levels of skills and knowledge needed for the 21st Century.*

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Strategy 1. Create a permanent, system-level fund to stimulate innovations and professional development throughout the system.					
Policy Issue *Should the community colleges create a system-level fund to stimulate innovations and professional development throughout the system?*					
Action 1. Establish Investment Fund for Innovation This would require legislative action. Existing statutes on the Fund for Instructional Improvement (ECS 84381-84384) and Staff Development (ECS 87150-87154) would need to be combined and broadened.	X				
Action 2. Create a Private-State Endowment Fund to Support Community College Innovations This could be accomplished by the Board of Governors. Since the recommendation calls for these funds to go into the Investment Fund for Innovation, the implementing legislation for that fund would need a simple provision recognizing that private contributions would also go into the fund.					X
Strategy 2. Develop new instructional approaches and student services that match the varied learning styles of a diverse student population.					
Policy Issue *Should the community colleges develop new instructional approaches and student services tailored to the learning styles of a diverse student population?*					
Action 1. Institute a Grants Program for Instructional Innovation and Student Services This would require very modest implementing legislation. The legislation creating the Investment Fund for Innovation would have to be drafted so as to fund the activities called for in the recommendation.	X				
Action 2. Establish In-depth Professional Development Programs This could be done by the Board of Governors without legislation.					X

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Action 2.1. Set Systemwide Goal Setting the specified systemwide goals for training in teaching and learning techniques would require action by the Board of Governors and the systemwide Academic Senate.					X
Action 2.2. Initiate Systemwide Professional Development Program This would require action by the Board of Governors. No legislative action would be needed as long as the implementing legislation for the Investment Fund for Innovation was drafted broadly enough so as to fund this activity.					X
Action 2.3. Establish Permanent Professional Development Sites This could be accomplished by the Board of Governors. No legislative action would be needed as long as the implementing legislation for the Investment Fund for Innovation was drafted broadly enough so as to fund this activity.					X
Action 3. Encourage New Faculty to Have Expertise in Active Learning Approaches Requiring all candidates for faculty positions to be evaluated on their knowledge about and skill in advanced techniques for teaching students with diverse learning styles could be accomplished by the Board of Governors (through modification of its minimum qualifications for faculty). The systemwide Academic Senate would play a critical role in helping shape this policy.					X

I. Enhance Learning Opportunities *(Continued)*

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Strategy 3. Introduce an articulated system of degrees and certificates that sets clear milestones for academic accomplishments, progress toward transfer to four-year universities, and advancement on professional career ladders. ***Policy Issue*** *Should the community colleges develop cohesive, flexible, and varied paths of degrees and certificates that set clear industry—driven milestones for academic accomplishments, progress toward transfer to four-year universities, and advancement on professional career ladders?*					
Action 1. Develop Standards and Certification Procedures This could be accomplished by the Board of Governors, but would require active participation of the colleges, business, the K-12 system, and the four year colleges. This task would be a huge, extremely difficult undertaking. It is possible that some sort of funding would have to be sought from the Legislature.					X
Action 2. Establish California Standards and Certification Council to Develop Refined Degrees and Certificates, Academic and Skill Standards, and Certification Procedures This could be accomplished by the Board of Governors. To ensure participation from K-12 and four year colleges might require some sort of implementing legislation. In addition, it is not clear whether this activity could be funded from the existing funds available to these public agencies.	X				X
Strategy 4. Pilot a system of assessments for students to demonstrate their competence to obtain community college degrees or certificates and to transfer to four-year colleges or universities. ***Policy Issue*** *Should the community colleges have entry-level requirements and exit-level competency standards?*					
Action 1. Establish Assessment Panel This could be accomplished by the Board of Governors.					X
Action 2. Develop Assessments This could be accomplished by the Board of Governors.					X

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Action 3. Pilot Assessments This could be accomplished by the Board of Governors and community college districts who wished to volunteer.				X	X
Action 4. Implement a System of Assessments This could be accomplished by the Board of Governors and the colleges.				X	X
Strategy 5. Undertake a major review of the State's Adult Basic Education and ESL program. ***Policy Issue*** *What should be the role of the community colleges in the delivery of Adult Basic Education and ESL programs?*					
Action 1. Appoint Special Study Commission Appointing a Special Study Commission for Adult Basic Education would require legislative action.	X				
Action 2. Establish Commission Charter Establishing a charter for the Study Commission would require legislative action.	X				

COMMISSION ON INNOVATION

Strategies/Policies/Actions/Authority

II. Expand Economic Development Role

The Goal: *Expand the community colleges' role in State and local economic development to make them central to the state's economic renewal.*

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Strategy 1. Define the colleges' mission to include state and local economic development focused on providing training and technical assistance to business and industry.					
Policy Issue *Should the community colleges' primary mission be clarified to explicitly include economic development?*					
Action 1. Amend Statutory Language to Broaden the Colleges' Mission Amending the community college mission statement so as to clearly include economic development would require legislative action.	X				
Strategy 2. Develop a State investment strategy for expanding the colleges' services to business.					
Policy Issue *Should funds be targeted to support the expansion of the community colleges' role in promoting economic development?*					
Action 1. Expand ED > Net's Role in Leading College Economic Development Efforts This could be accomplished without additional legislation; however, if additional funding is sought, legislative action will be necessary.	X				X
Action 2. Fund District-based Economic Development Centers Funding district-based economic development centers, according to the recommendation, would come from Ed > Net finder's fees and from profits earned from training and technical assistance contracts. Thus, no legislative action would be required. Presumably, the Board of Governors would be involved in the selection of economic development centers.					X
Action 3. Enhance College Data Capabilities This could be accomplished by the Board of Governors. Implementing legislation for the Investment Fund for Innovation would have to be worded so as to include this activity.	X				X

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Action 4. Expand Specialized Centers for Technical Assistance Expanding specialized centers for technical assistance would, according to the recommendation, be accomplished by Ed > Net. Thus, no action by the Legislature or the Board of Governors would be necessary.					
Strategy 3. Eliminate barriers to colleges delivering training to business. ***Policy Issue*** *Should the community colleges' existing policies governing state-supported instruction be modified for colleges to deliver training to business?*					
Action 1. Modify Personnel Statutes and Regulations to Permit Greater Local Flexibility in Staffing Contract Education Courses This would require action by both the Legislature and the Board of Governors.	X				X
Action 2. Eliminate Student Fees for Contract Education This would require legislative action.	X				
Strategy 4. Support community colleges to collaborate with other agencies to develop workforce transition centers which provide one-stop education, training, and employment services. ***Policy Issue*** *What role should the community colleges play in collaborating with other agencies to develop work force transition centers that provide one-stop education, training, and employment services?*					
Action 1. Establish the Centers at Central Community Locations This could be accomplished voluntarily by community college districts, working with K-12 and other training providers. The Board of Governors could play a part in encouraging and assisting this effort. If the effort is to be more coordinated and standardized, legislative action (and funding) would probably be necessary.	X			X	X

II. Expand Economic Development Role *(Continued)*

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Action 2. Provide Diverse Staffing Same as Action 1.	X			X	X
Action 3. Fund the Centers from Pooled Resources Same as Action 1.					
Action 4. Link the Centers to Information Same as Action 1.	X			X	X

COMMISSION ON INNOVATION

Strategies/Policies/Actions/Authority

III. Modernize Operations

The Goal: *Modernize management, governance, facilities utilization, and technology use to promote cost-effectiveness and increase the community colleges' capacity to serve more students.*

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Strategy 1. Adopt collaborative planning and management processes at each college to assure continuous improvements in quality and efficiency. ***Policy Issue*** *Should all the community colleges implement Continuous Quality Improvement processes?*					
Action 1. Set Systemwide Goal for Management Efficiency This could be accomplished by the Board of Governors.					X
Action 2. Provide Grants for the Demonstration of Models of Management Efficiency This could be accomplished by the Board of Governors, as long as the implementing legislation for the Investment Fund for Innovation was drafted to cover this activity.	X				X
Action 3. Establish Quality Partnership This could be accomplished by the colleges, without action by either the Board of Governors or the Legislature.				X	
Action 4. Establish High Performance Reward Program This could be accomplished by the Board of Governors, as long as the implementing legislation for the Investment Fund for Innovation was drafted to cover this activity.	X				X

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Strategy 2. Develop a pervasive technological infrastructure at and between colleges to equip them to increase productivity, enhance management efficiency, and become premier institutions for the application of technology to learning. ***Policy Issue*** *Should there be significant improvement in the technological infrastructure at and among community colleges in order to increase the system's ability to meet a growing demand in the face of insufficient resources?*					
Action 1. Initiate an Institute for Technology and Distance Education This could be established by the Board of Governors, without legislation. It probably could be done in a manner similar to ED > Net.					X
Action 1.1. Establish INTECH Charter The INTECH charter could be developed and approved by the Board of Governors. No legislation would be necessary.					X
Action 1.2. Constitute INTECH Governance Having INTECH be governed by a council of representatives from the field, exempt from Civil Service, would probably require Legislation. There would be an issue as to whether INTECH was a systemwide activity in nature, and, since permanent staff are involved, they should be State civil servants. On the other hand, ED > Net staff have not been required to be civil servants.	X				
Action 1.3. Arrange INTECH Funding Having INTECH funded through the Investment Fund for Innovation could be accomplished by the Board of Governors, as long as the implementing legislation for the Investment Fund for Innovation was drafted broadly enough to cover this activity.	X				X

III. Modernize Operations *(Continued)*

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Action 1.4. Coordinate Technology Policy with other Segments Having INTECH work with other segments to coordinate technology policy could be accomplished by the Board of Governors, without legislation.					X
Action 2. Dramatically Expand Distance Education This could be accomplished by the Board of Governors and the colleges, without legislation.				X	X
Action 2.1. Set Systemwide Goal for the Expansion of Distance Education This could be accomplished by the Board of Governors.					X
Action 2.2. Substitute Distance Education for New Facilities This could be accomplished by the Board of Governors and the colleges, without legislation.				X	X
Action 2.3. Support Expansion of Community College Telecourse Consortia This could be accomplished by the Board of Governors and the colleges, without legislation.				X	X
Action 2.4. Eliminate Regulatory Obstacles to the Expansion of Distance Education This could be accomplished by the Board of Governors.					X

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Action 2.5. Revise Funding Formula for Attendance in Distance Education Courses This could probably be accomplished by the Board of Governors (through amendment of its regulations on Program Based Funding). Some very slight modification of Education Code Section 84750 might be necessary.					X
Action 2.6. Permit Use of Capital Outlay Funds to Build or Equip Television Facilities This would require Legislative action.	X				
Action 3. Invest Now in Advanced Instructional Technology and Faculty Development This could be done by the Board of Governors and the colleges, without legislation.				X	X
Action 3.1. Use Technology Bonds to Invest Now in Key Cutting Edge Technologies This would require action by the Legislature.	X				
Action 3.2. Provide Grants to Colleges to Implement Technological Approaches in Critical Areas This could be accomplished by the Board of Governors, through INTECH.					X
Action 3.3. Provide Demonstration Grants for Comprehensive High Tech Centers This could be accomplished by the Board of Governors without legislation (provided that the implementing legislation for the Investment Fund for Technology was drafted so as to cover this activity).	X				X

III. Modernize Operations *(Continued)*

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Action 3.4. Modify Regulations Requiring Direct Faculty Supervision of Students at all Times This could be accomplished by the Board of Governors.					X
Action 3.5. Support Sustained Faculty Development for Technology This could be accomplished by the Board of Governors without legislation (provided that the implementing legislation for the Investment Fund for Innovation was drafted so as to cover this activity).	X				X
Action 3.6. Establish Faculty Development Centers This could be accomplished by the Board of Governors without legislation (as long as the implementing legislation for the Investment Fund for Innovation covered this activity).	X				X
Action 3.7. Encourage New Faculty to be Certified as Technologically Competent Establishing guidelines on technological literacy (for voluntary local application) could be accomplished by the Board of Governors.					X
Action 3.8. Remove Salary Disincentives for Teaching Technology-based Courses, and Create Technology Specialist Positions to Concentrate on Courseware Development This could be accomplished by local districts. If the Board believes this activity should be mandated at the colleges, then legislation would be necessary, since the Board does not have the specific legal authority to adopt such a regulation.	X			X	

III. Modernize Operations *(Continued)*

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Action 4. Strengthen the Technological Infrastructure for College Management and Develop a Comprehensive Community Colleges Information Network Linked to Other State, National, and International Networks This could be accomplished by the Board of Governors, without legislation.					X
Action 4.1 Join CSUNet to Create Systemwide Data and Information Network This could be accomplished by the Board of Governors, without legislation.					X
Action 4.2 Join Current Knowledge Highway Efforts and Link Network to Other Segments This could be accomplished by the Board of Governors, without legislation.					X
Strategy 3. Restructure community college governance to enhance local autonomy, strengthen system-level capacity to provide overall direction, and reinforce accountability.					
Policy Issue *Should community college governance be reexamined and potentially redefined to clarify district and system responsibilities?*					
Action 1. Deregulate Governance to Provide More Local Autonomy and System-level Authority Deregulating governance to provide more local autonomy and system-level authority would require action by the Legislature.	X				
Action 2. Decentralize Authority to the District Level Decentralizing authority to the local level could be accomplished by the Board of Governors, provided that the Legislature first acted to deregulate as described in Action 1.	X				X

III. Modernize Operations *(Continued)*

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Action 3. Strengthen System-level Governance This would require legislative action. While the Board already has most of the authority described in recommendation, legislation would be required to provide more authority over funding guidelines.	X				X
Action 4. Establish Statewide Collective Bargaining This would require action by the Legislature.	X				
Action 5. Strengthen Chancellor's Office Capabilities Strengthening the Chancellor's Office as described in the recommendation would require the adoption of a Constitutional amendment. Other forms of strengthening the Chancellor's Office could be accomplished by legislative action.	X				
Action 6. Strengthen Systemwide Accountability This could be accomplished by the Board of Governors.					X
Action 7. Maintain Shared Governance This requires no action by the Board of Governors or the Legislature.				X	
Action 8. Review Role of Local Trustees This would require action by the Legislature.	X				

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Strategy 4. Implement more cost-effective facility policies that reduce the need for new facilities, support innovations, and streamline the construction approval process.					
Policy Issue *Should the community colleges be required to consider alternative delivery and scheduling methods before requests for new facilities are approved? Should the current process for capital outlay facilities be improved?*					
Action 1. Set System Goal for Accommodating New Students without Building New Facilities This could be accomplished by the Board of Governors.					X
Action 2. Require Distance Education before New Facilities Are Approved This could be accomplished by the Board of Governors.					X
Action 3. Require Afternoon Instruction before New Facilities Are Approved This could be accomplished by the Board of Governors.					X
Action 4. Require Year-round Operations before New Facilities Are Approved This could be accomplished by the Board of Governors.					X
Action 5. Support Master Course Scheduling Supporting master course scheduling could be accomplished by the colleges, without action by the Board of Governors or the Legislature. Requiring colleges to do master course scheduling could be accomplished by regulation of the Board of Governors.				X	X
Action 6. Encourage Joint Use Planning This could be accomplished by the Board of Governors.					X

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III. Modernize Operations *(Continued)*

Commission Strategy/Policy Issue/Actions	Legislative Action	Title 5	Fed. Legislation/ Fed. Regulations	District Action	BOG Action
Action 6.1. Set Aside Capital Outlay Funds for Joint Use Facilities This would ultimately require action by the Legislature.	X				
Action 6.2. Develop Guidelines for Joint Facility Use Developing guidelines for joint facility use could be accomplished by CPEC.					
Action 7. Provide Block Grants for Capital Expenditures This would require legislative action.	X				
Action 8. Remove Community Colleges from Field Act Requirements This would require legislation.	X				
Action 9. Support the Purchase of Off-campus Facilities This would require legislation.	X				

Note: Whenever it is indicated that an action can be accomplished by the Board of Governors, it should be read as the Board of Governors, in accordance with its regular consultation process.

SECTION 2

COMMISSION ON INNOVATION

Comparison of Recommendations and Strategies

I. Enhance Learning Opportunities

The Goal: *Launch a sustained program of systemic innovations to restructure instruction, curriculum, and degrees and certificates in order to increase transfer and enable all students to develop the high levels of skills and knowledge needed for the 21st Century.*

Commission on Innovation	Assembly Higher Education Cmte.	CPEC Options	CA State Lib./ Research Bureau	CCLC
Strategy 1. Create a permanent, system-level fund to stimulate innovations and professional development throughout the system. ***Policy Issue*** *Should the community colleges create a system-level fund to stimulate innovations and professional development throughout the system?*		Provide more alternatives for students. Expand the use of technology.		Develop and implement strong faculty development programs.
Strategy 2. Develop new instructional approaches and student services that match the varied learning styles of a diverse student population. ***Policy Issue*** *Should the community colleges develop new instructional approaches and student services tailored to the learning styles of a diverse student population?*				The State must recognize and fund critically important learning support services and programs at the California Community Colleges, including resource centers, student learning labs, tutorial centers, and counseling services.
Strategy 3. Introduce an articulated system of degrees and certificates that sets clear milestones for academic accomplishments, progress toward transfer to four-year universities, and advancement on professional career ladders. ***Policy Issue*** *Should the community colleges develop cohesive, flexible, and varied paths of degrees and certificates that set clear industry—driven milestones for academic accomplishments, progress toward transfer to four-year universities, and advancement on professional career ladders?*	Enrollment growth at the lower division should be focused on community colleges. Give matriculated students highest priority in community colleges. Give community college transfer students highest priority for admission to UC and CSU.	Higher education should work with K-12 to eliminate skill deficiencies of high school graduates.		

I. Enhance Learning Opportunities (Continued)

Commission on Innovation	Assembly Higher Education Cmte.	CPEC Options	CA State Lib./ Research Bureau	CCLC
Strategy 4. Pilot a system of assessments for students to demonstrate their competence to obtain community college degrees or certificates and to transfer to four-year colleges or universities. ***Policy Issue*** *Should the community colleges have entry-level requirements and exit-level competency standards?*				
Strategy 5. Undertake a major review of the State's Adult Basic Education and ESL program. ***Policy Issue*** *What should be the role of the community colleges in the delivery of Adult Basic Education and ESL programs?*	Basic skills education for adults should be consolidated in the California Community Colleges.			The California Community Colleges should be responsible for all adult education in California.

COMMISSION ON INNOVATION

Comparison of Recommendations and Strategies

II. Expand Economic Development Role

The Goal: *Expand the community colleges' role in State and local economic development to make them central to the state's economic renewal.*

Commission on Innovation	Assembly Higher Education Cmte.	CPEC Options	CA State Lib./ Research Bureau	CCLC
Strategy 1. Define the colleges' mission to include state and local economic development focused on providing training and technical assistance to business and industry. ***Policy Issue*** *Should the community colleges' primary mission be clarified to explicitly include economic development?*	The California Community Colleges should have primary responsibility for vocational training. The California Community Colleges should expand contract education programs to better serve urban and rural areas of California with acute economic revitalization and workforce training needs.	Strengthen alignments with the needs of the evolving labor market. Each campus to designate mission component.	"Workforce education" should take the place of "vocational education."	The mission of the California Community Colleges should not be viewed as static but as continually adjusting to outside influences and forces.
Strategy 2. Develop a State investment strategy for expanding the colleges' services to business. ***Policy Issue*** *Should funds be targeted to support the expansion of the community colleges' role in promoting economic development?*	The State should develop a master plan for strategic workforce training.			

II. Expand Economic Development Role (Continued)

Commission on Innovation	Assembly Higher Education Cmte.	CPEC Options	CA State Lib./ Research Bureau	CCLC
Strategy 3. Eliminate barriers to colleges delivering training to business. ***Policy Issue*** *Should the community colleges' existing policies governing state-supported instruction be modified for colleges to deliver training to business?*	The public and independent systems of higher education in California should develop an intersegmental mechanism for improved technology transfer to commercial application.	Develop policy on student fees, financial aid, and financial responsibility.		
Strategy 4. Support community colleges to collaborate with other agencies to develop workforce transition centers which provide one-stop education, training, and employment services. ***Policy Issue*** *What role should the community colleges play in collaborating with other agencies to develop work force transition centers that provide one-stop education, training, and employment services?*	Governing boards should offer courses on an intersegmental basis, both statewide and regionally, using distance learning technology. The California Community Colleges should develop vocational program specializations on a regional basis.	Increase collaborative activities between all public and private post-secondary education.		

COMMISSION ON INNOVATION

Comparison of Recommendations and Strategies

III. Modernize Operations

The Goal: *Modernize management, governance, facilities utilization, and technology use to promote cost-effectiveness and increase the community colleges' capacity to serve more students.*

Commission on Innovation	Assembly Higher Education Cmte.	CPEC Options	CA State Lib./ Research Bureau	CCLC
Strategy 1. Adopt collaborative planning and management processes at each college to assure continuous improvements in quality and efficiency. ***Policy Issue*** *Should all the community colleges implement Continuous Quality Improvement processes?*	Offer adequate course sections so as not to impede student progress to degree objective. Provide advanced placement for students with demonstrated competencies. Implement an intersegmental common course articulation number system for facilitating transfer.	Identify strategies for reducing the average cost of providing student services. Establish enrollment priorities. Reduce statewide governance costs for community colleges.	Develop shared statement and commitment to mission and goals. More narrowly defined system and or campus missions.	
Strategy 2. Develop pervasive technological infrastructure at and between colleges to equip them to increase productivity, enhance management efficiency, and become premier institutions for the application of technology to learning. ***Policy Issue*** *Should there be significant improvement in the technological infrastructure at and among community colleges in order to increase the system's ability to meet a growing demand in the face of insufficient resources?*	Provide access to the highest quality postsecondary educational opportunity at the lowest cost to citizens		Increase use of distance learning and emerging information technology.	State laws and regulations should allow colleges to experiment with alternative approaches to instruction.

III. Modernize Operations (Continued)

Commission on Innovation	Assembly Higher Education Cmte.	CPEC Options	CA State Lib./ Research Bureau	CCLC
Strategy 3. Restructure community college governance to enhance local autonomy, strengthen system-level capacity to provide overall direction, and reinforce accountability. ***Policy Issue*** *Should community college governance be reexamined and potentially redefined to clarify district and system responsibilities?*				Current collective bargaining policies, laws, and practices should be reviewed. The California Community Colleges governance system must continue to be based on local control and decision-making with statewide coordination and assistance. The Chancellor's Office should be removed from the confines of the State civil service system. Provide reasonable and predictable levels of financial support for the California Community Colleges. Provide direct state support in a single amount, rather than series of small or categorical programs. The California Community Colleges should be funded for ongoing State mandates.

Comparison of Recommendations and Strategies (Continued)

III. Modernize Operations (Continued)

Commission on Innovation	Assembly Higher Education Cmte.	CPEC Options	CA State Lib./ Research Bureau	CCLC
Strategy 3. (Continued) ***Policy Issue*** *(Continued)*				Student fees should be based on a formula which is moderate and predictable. Accompany student fee increases with adequate financial aid. The restrictive enrollment "cap" should be lifted.
Strategy 4. Implement more cost-effective facility policies that reduce the need for new facilities, support innovations, and streamline the construction approval process. ***Policy Issue*** *Should the community colleges be required to consider alternative delivery and scheduling methods before requests for new facilities are approved? Should the current process for capital outlay facilities be improved?*	Educational technology infrastructure improvement should be eligible for capital outlay funds from general obligation and lease payment bonds. The five-year capital outlay plans for CSU and CCC should include construction of large capacity lecture classrooms, equipped for educational technology. Students at UC, CSU, and California Community Colleges should have library privileges at all public campuses.	Utilize existing facilities more intensively during the week and year.	Increase use of year-round operations.	Allow colleges to extend the academic year to 11- or 12-month calendar. Provide tuition incentives to students enrolling in the "off hours." Repeal outdated laws and regulations, such as the Field Act. Repeal inappropriate regulations that prevent colleges from purchasing or leasing off-campus facilities. Local voters should be given authority to tax themselves by a simple majority vote. Provide adequate state funding for technological innovations so that they can succeed.

Sources

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SECTION 3

COMMUNITY COLLEGE LEAGUE
OF CALIFORNIA

11/93

COMMISSION ON INNOVATION REPORT
Summary

ENHANCE LEARNING OPPORTUNITIES

The Goal: ***Launch a sustained program of systemic innovations to restructure instruction, curriculum, and degree certificates in order to increase transfer and enable all students to develop the high levels of skills and knowledge needed for the 21st Century.***

STRATEGY 1	**Create a permanent, system-level fund to stimulate innovations and professional development throughout the system.**

The Legislature would establish a set-aside from community college general purpose funding to provide the essential seed money for colleges to revamp their instruction and curriculum, provide better student services, and improve college efficiency and productivity. The fund would become a fixed component of community college funding to allow for continual renewal.

Actions for Strategy 1

Action 1 ***Establish Investment Fund for Innovation***

Action 2 ***Create a Private-State Endowment Fund to Support Community College Innovations.***

STRATEGY 2	**Develop new instructional approaches and student services that match the varied learning styles of a diverse student population.**

Faculty would be supported to develop and disseminate models of active learning that could gradually replace the colleges' reliance on lecture-based instruction. Funds would also be provided for sustained professional development to enable all faculty to use the new methods, and for the development of innovative approaches to student services.

Actions for Strategy 2

Action 1 ***Institute a Grants program for Instructional Innovation and Student Services.***

Action 2 ***Establish In-depth Professional Development Programs.***

Action 2.1 ***Set System-wide Goal.***

Action 2.2 *Initiate System-wide Professional Development Program.*

Action 2.3 *Establish Permanent Professional Development Sites.*

Action 3 *Encourage New Faculty to Have Expertise in Active Learning Approaches.*

STRATEGY 3	**Introduce an articulated system of degrees and certificates that sets clear milestones for academic accomplishments, progress toward transfer to four-year universities, and advancement on professional career ladders.**

The colleges, in cooperation with the K-12 schools, the four-year institutions, and industry would define a series of certificates and degrees, analogous to career ladders developed in other countries, that provide a road map for students to progress from low levels of education and skills to advanced levels. This system could reduce the time students take to complete meaningful programs and transfer to four-year institutions or progress to careers.

Actions for Strategy 3

Action 1 *Develop Standards and Certification Procedures.*

Action 2 *Establish California Standards and Certification Council to Develop Refined Degrees and Certificates, Academic and Skill Standards, and Certification Procedures.*

STRATEGY 4	**Pilot a system of assessments for students to demonstrate their competence to obtain community college degrees or certificates and to transfer to four-year colleges or universities.**

Based on recommendations from the state-wide Academic Senate, an assessment panel would set student performance standards and develop assessments that would measure the extent to which these standards have been met. These assessments would be conducted on a pilot basis to determine their value for full-scale application.

Actions for Strategy 4

Action 1 *Establish Assessment Panel.*

Action 2 *Develop Assessments.*

Action 3 *Pilot Assessments.*

Action 4 *Implement A System of Assessments.*

STRATEGY 5	Undertake a major review of the State's Adult Basic Education and ESL programs.

The Legislature would establish a commission charged with developing a new approach to Adult Basic Education.

Action 1 *Appoint Special Study Commission.*

Action 2 *Establish Commission Charter.*

EXPAND ECONOMIC DEVELOPMENT ROLE

The Goal: *Expand the community colleges' role in state and local economic development to make them central to the State's economic renewal.*

STRATEGY 1	Define the colleges' mission to include state and local economic development focused on providing training and technical assistance to business and industry.

The Legislature would broaden the community colleges' mission to legitimize a more active role for colleges to work with businesses, state agencies, and local communities in support of California's economic restructuring.

Action for Strategy 1

Action 1 *Amend Statutory Language to Broaden the Colleges' Mission.*

STRATEGY 2	Develop a state investment strategy for expanding the colleges' services to business.

The Legislature, in coordination with the executive branch and the Board of Governors, would develop plans to expand community college services to business. These plans would build on and extend the existing and cost-effective network of services developed by the Chancellor's Office, enlarge the scope of district-based services, and strengthen links between college data systems and state employment data.

Actions for Strategy 2

Action 1 *Expand Ed>Net's Role in Leading College Economic Development Efforts.*

Action 2 *Fund District-based Economic Development Centers.*

Action 3 *Enhance College Data Capabilities.*

Action 4 *Expand Specialized Centers for Technical Assistance.*

STRATEGY 3	Eliminate barriers to colleges delivering training to business.

To provide the major economic impact needed for the state's recovery and long-run prosperity, the Board of Governors and legislature would lift existing regulatory and statutory restrictions on the colleges playing an entrepreneurial role in stimulating business and public sector activity.

Actions for Strategy 3

Action 1 *Modify Personnel Statutes and Regulations to Permit Greater Local Flexibility in Staffing Contract Education Courses.*

Action 2 *Eliminate Student Fees for Contract Education.*

STRATEGY 4	Support community colleges to collaborate with other agencies to develop Workforce Transition Centers which provide one-stop education, training, and employment services.

The State would emulate activities of other states, as well as adopt successful models in California, in which community colleges are central to the formation of one-stop centers for assessment, education, training and retraining, and employment screening and referral services for workers in transition.

Actions for Strategy 4

Action 1 *Establish the Centers at Central Community Locations.*

Action 2 *Provide Diverse Staffing.*

Action 3 *Fund the Centers From Pooled Resources.*

Action 4 *Link the Centers to Information.*

MODERNIZE OPERATIONS

The Goal: *Modernize management, governance, facilities utilization, and technology use to promote cost-effectiveness and increase the community colleges' capacity to serve more students.*

STRATEGY 1	Adopt collaborative planning and management processes at each college to assure continuous improvements in quality and efficiency.

Community colleges would implement comprehensive organizational changes that will further improve their efficiency and productivity so that more students can be served and educational quality enhanced. They would adapt the principles of the total quality movement in business to the college context, relying heavily on the faculty and administrators to incorporate efficiency and client concerns into all operational decisions.

Actions for Strategy 1

Action 1 *Set System-Wide Goal for Management Efficiency.*

Action 2 *Provide Grants for the Demonstration of Models of Management Efficiency.*

Action 3 *Establish Quality Partnership.*

Action 4 *Establish High Performance Reward Program.*

STRATEGY 2	**Develop a pervasive technological infrastructure at and between colleges to equip them to increase productivity, enhance management efficiency, and become premier institutions for the application of technology to learning.**

The State and the community colleges would invest, as a matter of high priority, in the installation of new technologies, the expansion of telecourses and other instruction that can be delivered at a distance, and the development of information networks. By becoming a premier institution for the application of technology to teaching and learning, the colleges would both reduce the cost of education per student and help all students become better prepared for the information age.

Actions for Strategy 2

Action 1 *Initiate an Institute for Technology and Distance Education.*

Action 1.1 *Establish INTECH Charter.*

Action 1.2 *Constitute INTECH Governance.*

Action 1.3 *Arrange INTECH Funding.*

Action 1.4 *Coordinate Technology Policy with Other Segments.*

Action 2 *Dramatically Expand Distance Education.*

Action 2.1 *Set System-wide Goal for the Expansion of Distance Education.*

Action 2.2 *Substitute Distance Education for New Facilities.*

Action 2.3 *Support Expansion of Community College Telecourse Consortia.*

Action 2.4 *Eliminate Regulatory Obstacles to the Expansion of Distance Education.*

Action 2.5 *Revise Funding Formula for Attendance in Distance Education Courses*

Action 2.6 *Permit Use of Capital Outlay Funds to Build or Equip Television Facilities.*

Action 3 *Invest Now in Advanced Instructional Technology and Faculty Development.*

Action 3.1 *Use Technology Bonds to Invest Now in Key Cutting Edge Technologies.*

Action 3.2 *Provide Grants to Colleges to Implement Technological Approaches in Critical Areas.*

Action 3.3 *Provide Demonstration Grants for Comprehensive High Tech Centers.*

Action 3.4 *Modify Regulations Requiring Direct Faculty Supervision of Students at All Times.*

Action 3.5 *Support Sustained Faculty Development for Technology.*

Action 3.6 *Establish Faculty Development Centers.*

Action 3.7 *Encourage New Faculty to be Certified as Technologically Competent.*

Action 3.8 *Remove Salary Disincentives for Teaching Technology-based Courses, and Create Technology Specialist Positions to Concentrate on Courseware Development.*

Action 4 *Strengthen the Technological Infrastructure for College Management and Develop a Comprehensive Community Colleges Information Network Linked to Other State, National, and International Networks.*

Action 4.1 *Join CSUNet to create System-wide Data and Information Network.*

Action 4.2 *Join Current Knowledge Highway Efforts and Link Network to Other Segments.*

STRATEGY 3	**Restructure community college governance to enhance local autonomy, strengthen system-level capacity to provide overall direction, and reinforce accountability.**

The governance of the system would be restructured to provide both more state-wide coherence and greater local autonomy. Responsiveness is a strength of California's community colleges, but tomorrow's colleges must be able to adapt even more rapidly and flexibly to changing world and local community conditions. This responsiveness can be accomplished by phasing out laws and regulations that interfere with local autonomy, strengthening the technical assistance and system-wide coordination capabilities of the Chancellor's Office, and establishing fair accountability based on results.

Actions for Strategy 3

Action 1	*Deregulate Governance to Provide More Local Autonomy and System-level Authority.*
Action 2	*Decentralize Authority to the District Level.*
Action 3	*Strengthen System-level Governance*
Action 4	*Establish State-wide Collective Bargaining.*
Action 5	*Strengthen Chancellor's Office Capabilities.*
Action 6	*Strengthen System-wide Accountability.*
Action 7	*Maintain Shared Governance.*
Action 8	*Review Role of Local Trustees.*

STRATEGY 4	**Implement more cost-effective facility policies that reduce the need for new facilities, support innovations, and streamline the construction approval process.**

The Board of Governors would focus immediately on creating incentives and establishing more streamlined procedures that lead to better utilization of existing facilities and reduce the need for new facilities.

Actions for Strategy 4

Action 1	*Set System Goal for Accommodating New Students Without Building New Facilities.*
Action 2	*Require Distance Education Before New Facilities are Approved.*

Action 3 *Require Afternoon Instruction Before New Facilities are Approved.*

Action 4 *Require Year-round Operations Before New Facilities are Approved.*

Action 5 *Support Master Course Scheduling.*

Action 6 *Encourage Joint Use Planning.*

Action 6.1 *Set Aside Capital Outlay Funds for Joint Use Facilities*

Action 6.2 *Develop Guidelines for Joint Facility Use.*

Action 7 *Provide Block Grants for Capital Expenditures.*

Action 8 *Remove Community Colleges from Field Act Requirements.*

Action 9 *Support the Purchase of Off-campus Facilities.*

Consultation Brief

COMMUNITY COLLEGE LEAGUE OF CALIFORNIA • 2017 O Street, Sacramento, CA 95814 (916) 444-8641

November 12, 1993

RESPONSE TO "CHOOSING THE FUTURE"

Introduction

On October 27, the Commission on Innovation released its report—"Choosing the Future: An Action Agenda for Community Colleges"—a review of the challenges facing California and its community colleges and a list of education, governance and facility recommendations.

The Board of Governors, which established the Commission, will review the report at its November meeting and then hold a public hearing January 13 to receive responses from the field. The Board will then prioritize the recommendations and decide which recommendations should be pursued in the year ahead. The leadership of the League will participate in the state board's public hearing and any subsequent action to implement those recommendations identified as priorities issues.

This **Consultation Brief** summarizes the report and its recommendations, the process that lead to the development of the findings and recommendations in "Choosing the Future" and the response to the report from the field. It concludes with suggested discussion topics for districts reviewing the report and with a brief opinion survey soliciting the opinions and priorities of districts.

Action Requested

The CCCT and CEOCCC boards of the League seek the input of local boards of trustees, CEOs and other interested parties on "Choosing the Future" and its recommendations. The League wants to know which of the 13 strategies the districts believe should be pursued and which should not.

Local districts should send their responses to the League office by January 11. However, as the process of evaluating and implementing the recommendations will likely continue throughout 1994, district responses will be helpful even if returned after the January Board of Governor's meeting.

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Background

Responding to a consensus among college, government and business leaders that many factors—including a deep and prolonged recession—are preventing California's community colleges from meeting their education mission, the Board of Governors in November 1991 formed the Commission on Innovation to recommend new strategies for dealing with the challenge.

Funded by a grant from the Ford Foundation, the charge of the commission was to determine "how the colleges could accommodate student growth in an era of scarcity and changing demographics and ensure that more students could either transfer to bachelor's degree programs or obtain the higher levels of knowledge and skills they will need as citizens and workers in the 21st century." Michael Peevey, former president of Southern California Edison and chair of the Commission, described their job as recommending "how a better job could be done for more students—without relying on more funding."

The basic intent of the Board's action was to ask business, university and community leaders to take an "outsiders" look at the challenges facing the colleges and respond with recommendations. The Commission and its staff, the education policy consulting firm of Paul Berman and Daniel Weiler, held public hearings and received testimony from nationally-recognized experts. The Commission also received reports on management, instruction and facilities from three task forces of community college faculty, administrators, trustees, and students.

On October 5, the Commission held a public hearing on the draft of its report. Margaret Lee and Phyllis Peterson testified on behalf of the CCCT and CEO boards of the League.

Summary of the Report and Recommendations

"Choosing the Future" reaches four major conclusions:

1. The state's economic well-being requires an educated and creative multicultural population that can create and sustain well-paying jobs in information-based businesses and service industries.
2. All citizens must have equal access to economic, social, and education opportunities.
3. California cannot afford to finance, as it has in the past, "traditional" campuses and facilities to meet the growing demand for community college education.
4. To meet the education demands of a diverse and growing population and respond to the economic and fiscal realities of the future, community colleges will have to take three steps: 1) create innovative instructional approaches and alternative curricula, 2) expand their economic development role and, 3) "modernize" the management and governance of its institutions. To achieve these three goals, the Commission recommends 13 specific strategies and 73 action steps that could be taken by the colleges, the Board of Governors, the Legislature and others.

The 13 strategies are:

For enhancing learning opportunities -

1. Create a permanent, system-level fund to stimulate innovations and professional development throughout the system.
2. Develop new instructional approaches and student services that match the varied learning styles of a diverse student population.
3. Introduce an articulated system of degrees and certificates that sets clear milestones for academic accomplishments, progress toward transfer to four-year universities, and advancement on professional career ladders.
4. Pilot a system of assessments for students to demonstrate their competence to obtain community college degrees or certificates and to transfer to four-year colleges of universities.
5. Undertake a major review of the State's Adult Basic Education and ESL programs.

For expanding economic development role -

1. Define the college's mission to include state and local economic development focused on providing training and technical assistance to business and industry.
2. Develop a State investment strategy for expanding the colleges' services to business.
3. Eliminate barriers to the colleges delivering training to business.
4. Support community colleges to collaborate with other agencies to develop Workforce Transition Centers which provide one-stop education, training, and employment services.

For modernizing operations -

1. Adopt collaborative planning and management processes at each college to assure continuous improvements in quality and efficiency.
2. Develop a pervasive technological infrastructure at and between colleges to equip them to increase productivity, enhance management efficiency, and become premier institutions for the application of technology to learning.
3. Restructure community college governance to enhance local autonomy, strengthen system-level capacity to provide overall direction, and reinforce accountability.
4. Implement more cost-effective facility policies that reduce the need for new facilities, support innovations, and streamline the construction approval process.

Budget and cost projections: According to the report, these innovations and changes will require initial "investment capital" but, in the long-run, "The colleges could save enough money to absorb the expected increase of one-third more students at only a slightly higher level of funding than the colleges receive today."

According to the report's projections, recommendations such as promoting distance learning, scheduling classes in the afternoons and on a year-around basis, and implementation of management improvements will generate, by the year 2000, $683 million in savings. These savings, according to the same projections, will allow the system to operate with approximately $460 million less than if community college funding continued to grow as it has in the past.

Importantly, the report recommends that the initial "investment capital" needed to fund the innovations come from state general purpose funding currently used for college operations.

Response to Report

Responses to "Choosing the Future" have ranged from very positive to very critical. *The Sacramento Bee* editorialized: "No report on higher education in California has so clearly recognized the state's long-term economic problems or so boldly sought ways to provide the same—or better—educational services for an increasingly diverse student body at no additional cost per student." *The Bee* termed the report "a major step in the right direction."

Napa Valley College trustee and CCCT president, Margaret Lee told Commission members at their October 5 meeting that community college trustees support the effort to increase access and reduce costs, to strengthen the colleges' role in economic development and to promote technology that would benefit students and learning. Lee warned, however, that several of the recommended 73 action steps could lead to increased state control and bureaucracy and that the cost analysis of the recommended innovations needed to be carefully reviewed before promises of cost savings could be made.

Phyllis Peterson, president of Diablo Valley College and of the CEOCCC and League boards, also praised the effort of the Commission to review the work of the colleges and the needs of students in the future. While she praised the strategy of establishing a fund for innovation and professional development, she took exception to the proposal to pay for it with district operating funds at a time the districts are losing state support in terms of real dollars.

State Academic Senate President Regina Stanback Stroud strongly criticized much of the report in her Oct. 5 testimony. She expressed particular concern regarding recommendations that the college promote distance learning and technology innovations as a strategy toward increasing access. "Access to inferior learning opportunities is not access at all," she told the Commission.

Survey of District Priorities

The leadership of the League agrees with Chancellor David Mertes that initial discussion and debate regarding "Choosing the Future" should focus on the 13 strategies and not on the 73 accompanying action steps. Identifying the "big picture" issues districts support and don't support will help League representatives and the Board of Governors focus their efforts on addressing the issues truly important to the field.

After the priority issues have been identified, the League will work closely with the districts, the Board of Governors and the Chancellor's Office to identify the best methods of achieving agreed upon strategies, including suggestions identified by the three task forces and others.

Directions: Please return the enclosed questionnaire with your responses to the League by January 11 or sooner, if convenient.

COMMUNITY COLLEGE LEAGUE
OF CALIFORNIA

Responses to "Choosing the Future"

1. What is your district's general opinion of the recommended goals in "Choosing the Future": Enhancing learning opportunities, expanding economic development role and modernizing operations?

2. What is your district's general opinion of the recommendation strategies in terms of their potential for meeting the goal of better serving a diverse and growing student body at less cost per student?

3. What is your district's general opinion of the Commission on Innovation's strategy of dramatically reducing costs-per-student by instituting an aggressive and innovative approach to technology-based instruction and distance learning?

4. Does your district support the Commission's proposal that some of its recommendations - such as INTECH and the Fund of Innovation - be funded with district operating resources?

Please continue on other side...

	High Priority to Support	Important	Neutral/No Comment	Not Important	High Priority to Oppose
Learning					
1. Create a system-level innovative fund	☐	☐	☐	☐	☐
2. Develop new instructional approaches	☐	☐	☐	☐	☐
3. Articulated systems degrees/certificates	☐	☐	☐	☐	☐
4. Pilot a system of assessment	☐	☐	☐	☐	☐
5. Review of Adult Education/ESL	☐	☐	☐	☐	☐
Economic Development					
1. Mission should include economic development	☐	☐	☐	☐	☐
2. State investment strategy	☐	☐	☐	☐	☐
3. Eliminate training barriers	☐	☐	☐	☐	☐
4. Workforce Transition Centers	☐	☐	☐	☐	☐
Modernizing Operations					
1. Collaborative planning, management processes	☐	☐	☐	☐	☐
2. Develop hi-tech infrastructure	☐	☐	☐	☐	☐
3. Restructure local, state governance	☐	☐	☐	☐	☐
4. Reform facility policies					

Mail survey results to: Community College League, 2017 O St, Sacramento, CA 95814
or FAX to: 916-444-2954